

SLO TBID ANNUAL REPORT 2020–2021



san luis
Obispo

Live the SLO Life

SLO TBID SUMMARY OF OPERATIONS	3
Background	3
2020-21 Advisory Board	3
Advisory Body Bylaws	4
2020-21 Year By the Numbers (TOT)	5
Strategic Plan Implementation	6
Constituent Relations	7
Marketing Activities	8
Branding & Campaign	9
Website	10
Search Engine Optimization	10
Digital Media	11
Social Media	12
Print Advertising	12
Email Marketing	13
Public Relations	14
Support Local	15
Guest Services	15
Strategic Partnerships	16
Industry Relations	17
Awards & Accolades	18
2020-21 Financial Analysis	19
Income	19
Expenditures	20
Looking Ahead to 2021-22	21
Appendix	22
TOT Year to Year Chart 2020-21	22
TOT Month-to-Month 2020-21	22
OCC Month-to-Month 2020-21	23
ADR Month-to-Month 2020-21	23
RevPar Month-to-Month 2020-21	24
Strategic Plan 2020-21 Chart	24
Marketing Process 2020-21 Chart	25



SLO TBID SUMMARY OF OPERATIONS

BACKGROUND

In June 2008 the City Council adopted Ordinance 1517 establishing the Tourism Business Improvement District (TBID) in the City of San Luis Obispo as requested by the local lodging industry. The assessment of two percent of gross receipts for the district became effective on Oct. 1, 2008, and the use of funds was defined in Section 12.42.030 of the Municipal Code as follow:

“This ordinance is made and enacted pursuant to the provisions of the Parking and Business Improvement Area Law of 1989 (Sections 36500 et. seq., of the California Streets and Highways Code). The purpose of forming the district as a business improvement area under the Parking and Business Improvement Area Law of 1989 is to provide revenue to defray the costs of services, activities and programs promoting tourism which will benefit the operators of hotels in the district through the promotion of scenic, recreational, cultural and other attractions in the district as a tourist destination.”

ADVISORY BODY

The use of the assessment fund is based on the recommendation of the Tourism Business Improvement District advisory board that is staffed by City of San Luis Obispo hotel owners, operators and/or managers. The board members are appointed by the City Council and serve for an initial term of four years with the opportunity to serve a second term for a maximum of eight years.

2020-21 ADVISORY BOARD

NAME	PROPERTY	STATUS	TERM
David Smith	Hotel SLO	Appointed	3/31/25
John Conner (Chair)	Petit Soleil		3/31/24
LeBren Harris (Vice Chair)	Hampton Inn & Suites by Hilton		3/31/25
Matthew Wilkins	La Cuesta Inn	Appointed	3/31/25
Natalie Ward	Hotel Cerro	Appointed	3/31/24
Pragna Patel-Mueller	Hotel Buena Vista		3/31/23
Stephanie Bolles	Courtyard Marriott	Appointed	3/31/23
Bruce Skidmore	Embassy Suites	Resigned	
Clint Pearce	Madonna Inn	Completed	
John Byrns	The Kinney SLO	Resigned	



ADVISORY BODY BYLAWS

In addition to the governing City ordinance, the TBID Board established its advisory body bylaws and further defined its role and functions as:

The functions and duties of the TBID Board shall include, but not be limited to, the following:

- Planning a comprehensive program to promote tourism to the City of San Luis Obispo and prepare an annual marketing program consistent with industry goals and objectives.
- Develop advertising and promotional programs and projects to benefit the lodging industry in San Luis Obispo.
- Present an annual assessment report to the City Council regarding the implemented promotional programs and projects.
- Perform any other lawful tasks as directed by the Council.

The Board meets monthly on the second Wednesday at 10 a.m. for its regular board meeting.

In 2020-21, the Board met 15 times for regularly scheduled Monthly Board Meetings and Special Board Meetings. It held 12 regularly scheduled Board Meetings all in a virtual format and three Special Board meetings including one in-person Branding Workshop. Additionally, the Board utilized the two standing committees composed of board members — the Management Committee and the Marketing Committee — to execute detailed program development work and to offer expenditure recommendations to the Board. In 2020-21, the TBID also formed a DEI taskforce to work with staff on the Diversity, Equity and Inclusion (DEI) work for the TBID.



2020-21 YEAR BY THE NUMBERS (TOT)

In the 2020-21 fiscal year, the City collected \$6,921,335.30 million in transient occupancy tax (TOT). This number represents a 10 percent increase in revenue compared to FY 2019-20, which was also severely impacted by the COVID-19 pandemic. The TOT revenue in FY 20-21 exceeded the City's projected budget by more than \$600,000. While TOT revenue for the City was still below pre-COVID years, the positive increase represents a strong step toward economic recovery.

The City's occupancy for fiscal year 2020-21 was relatively flat compared to the 2019-20 fiscal year with the average annual occupancy rate slightly above 58 percent for the year. When compared to occupancy pre-pandemic, it was 18 percent below the 2018-19 fiscal year when annual average occupancy for the City was at 70 percent.

A bright spot: the results of the Average Daily Rate (ADR) for the City tells a different story. In 2020-21 the annual ADR was approximately \$158, which is almost \$13 more than the previous year and \$4 more than the pre-pandemic year.

The last key indicator used by the TBID to gauge impact is RevPAR, defined as Revenue Per Available Room. In the 2020-21 fiscal year the annual average RevPAR was up 7 percent from the prior year at the rate of \$93.73.

Finally, the downtown Visitor Center served just over 63,000 in-person guests.

2020-21 YEAR BY THE NUMBERS BREAKDOWN

MEASUREMENT	FY 2020-21 RESULT	% CHANGE FROM FY 2019-20
TOT	\$6,921,335.30	10%
Occupancy	58.13%	0.7%
ADR	\$157.66	8.8%
RevPAR	\$93.73	6.9%

CHECK THE APPENDIX TO VIEW COMPLETE GRAPHS (FOR TOT/ADR/REVPAR/OCC)



STRATEGIC PLAN IMPLEMENTATION

Due to the impacts of COVID-19, the TBID updated the TBID Strategic Plan in December 2020. This document serves as one piece of the framework for the direction and decisions made by the TBID Board for the tourism program this fiscal year. As defined within the plan, the TBID is focused on the fulfillment of five Strategic Imperatives:

- Elevate the SLO brand and experience
- Deliver smart growth
- Build meaningful partnerships
- Ensure operational excellence
- Foster destination resilience

Each of these imperatives contain objectives and initiatives the TBID Board strives to achieve over the plan's lifespan.

TBID completed a Destination Resilience Assessment as one new component of the strategic plan. Six dimensions of the organization were assessed to identify gaps in resilience: visitors, stakeholders, marketing and communications, leadership, team and funding. The TBID will continue to use these results as inputs to the creation of future marketing plans, strategic plans and destination plans to ensure the resilience of the destination into the future.

CHECK THE APPENDIX TO VIEW STRATEGIC IMPLEMENTATION CHART



CONSTITUENT RELATIONS

Due to the ever-changing nature of the COVID-19 pandemic and the impacts it had on the tourism industry, the connection with TBID constituents was extremely important this year. As a commitment to the imperative to “Ensure Operational Excellence” the TBID Board continued to support constituent relations efforts in 2020-21. To keep the lodging constituency abreast of all TBID business, the Board was assigned properties to liaise. Each board member was responsible for communication with their respective group of hotels. Members were then asked to report their findings during the “Hotel Update” portion of each Board meeting agenda.

The TBID also leveraged the outreach support of the SLO Chamber’s contracted services to perform weekly lodging call arounds and quarterly hotel visits. This resulted in 4,968 touch points with San Luis Obispo hotels through phone calls, emails and property visits to distribute important visitor-serving collateral as well as COVID-19 safety signage and PPE to all lodging properties in the City of SLO.



SLO TBID MARKETING ACTIVITIES

The 2020-21 fiscal year was unlike any other for tourism marketing. Due to COVID-19 stay-at-home orders and travel restrictions, many of the traditional programs the TBID operates such as special promotions went dark this year. Instead, the TBID focused on efficient ways to ensure that San Luis Obispo remained top-of-mind for future visitors through a robust marketing approach that intercepted travelers at all stages of the journey by using different marketing levers across that journey. This multi-pronged approach was developed to drive an effective conversion strategy and incorporated the fluctuations in travel behavior influenced by COVID-19.

The TBID also focused on efforts for responding, navigating and building to ensure a successful future beyond the pandemic including the following key activities:

- Ongoing COVID-19 pandemic response
- Onboarding a new Agency-of-Record and national Public Relations team
- Development and cautious implementation of the #SLOReady Campaign
- Pivoting the Media outreach from general destination storytelling to timely trends such as sustainability
- Investment in research for brand development, sentiment and DEI

To implement the complex marketing programs, the TBID Board and staff worked closely with the team of contractors including the new marketing agency-of-record, Noble Studios and DCI, and the San Luis Obispo Chamber of Commerce for Public Relations and Guest Service initiatives.

SEE APPENDIX FOR MARKETING PROCESS CHART

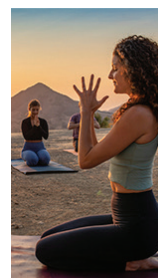


BRANDING & CAMPAIGN

The TBID manages the tourism brand for the destination of San Luis Obispo, delivering balanced growth of tourism, with creativity and integrity. Due to COVID-19, the TBID was in a unique position to limit the welcome message to a focus on health and safety. For this, the TBID used the #SLOready campaign when the timing was appropriate to invite visitors to San Luis Obispo.

The campaign messaging and aesthetic was meant to welcome visitors and featured imagery of businesses and locals warmly and confidently inviting people back. The approach to rolling out #SLOready messaging was phased and flexible. The term “ready” was versatile and allowed the TBID to be nimble with messaging and provided the ability to adjust the messaging in line with local and traveler confidence levels. New promotional assets went into production to tell this story.

Because there were times during the 2020-21 fiscal year when promoting travel was not appropriate, the TBID utilized a micro-campaign called “Small Town, Big Charm” to keep the awareness and interest in San Luis Obispo without a direct call-to-action to visit.



**We Are
#SLOready**

To see you
stretch out and
find your flow

[EXPLORE MORE](#)



**We Are
#SLOready**

To get down in the
dirt and up in the hills

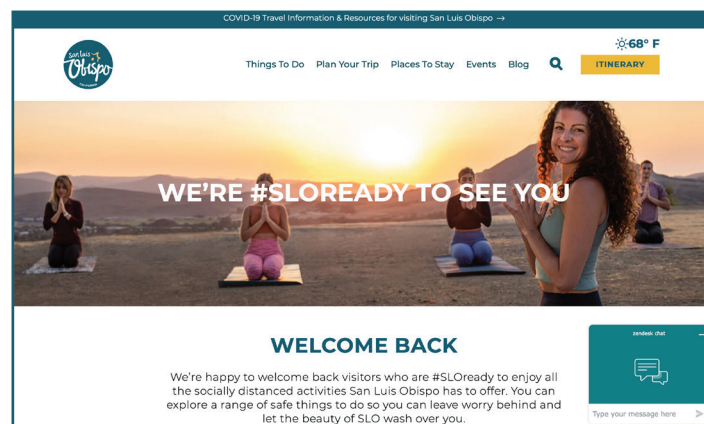
[LEARN MORE](#)



WEBSITE

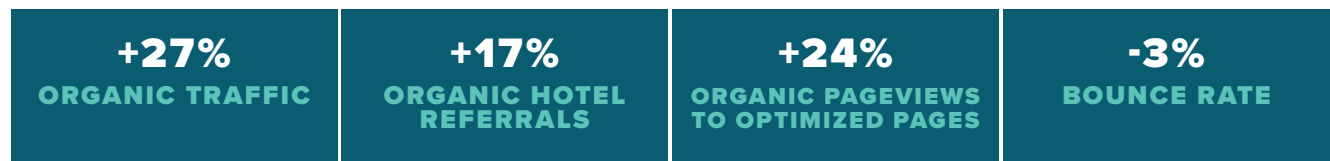
VisitSLO.com is the City's official tourism website and the primary marketing tool used to represent the destination. It is designed mainly for consumers, but also serves the travel trade, meeting planners, TBID members and media.

This year, the website's goal was to provide travelers with up-to-date information about San Luis Obispo that helped them plan and enjoy their visit. It continues to provide information about health and safety protocols, while inspiring visitors by sharing SLO experiences and getting an insider's scoop.



SEARCH ENGINE OPTIMIZATION — SEO

Search Engine Optimization (SEO) ensures the relevancy and success of the TBID's website through building website authority which improves VisitSLO.com's positioning and find-ability on search pages. By developing depth of content and optimizing existing content, VisitSLO.com saw increased organic traffic to optimized pages and encouraged users to engage with the website by improving user experience.

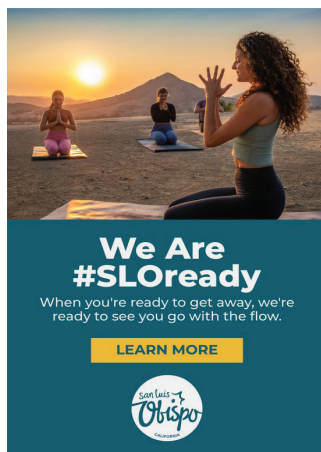




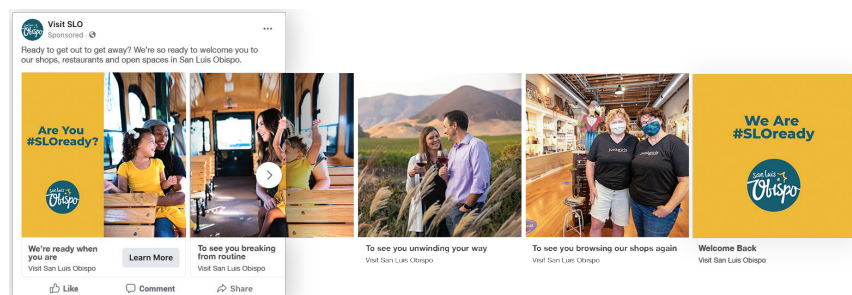
DIGITAL MEDIA

The digital media efforts in 2020-21 were focused on driving overnight stays while paid media was on for the TBID. Using up-to-date research surrounding traveler sentiment, media consumption patterns, and booking behavior as a guide, the media was continually evaluated and shifted. When compared with the same channels in fiscal year 2019-20, the website saw exponential growth in traffic and engagement. Due to COVID-19, paid media was turned on and off multiple times throughout the year in response to the pandemic.

+255% IN PAID TRAFFIC YOY	31.1 MIL PAID IMPRESSIONS	8.28% PAID SEARCH CTR	1.2% PAID SOCIAL CTR	+675% PAID HOTEL REFERRALS	+1009% PAID HOMESTAY REFERRALS YOY
--	--	------------------------------------	-----------------------------------	---	---



#SLOREADY PAID AD



#SLOREADY CAROUSEL AD

SOCIAL MEDIA

The goal of the TBID's social media channels (@ShareSLO) is to continue to engage locals and visitors alike while optimizing the TBID's efforts and further establishing a clear value to follow ShareSLO on organic social media. As a result in 2020-21, the two social media channels that drove the most traffic to VisitSLO.com were Facebook and Pinterest.

SOCIAL MEDIA CHANNELS



Facebook



Instagram



Twitter



Pinterest



Youtube

124.1K
TOTAL SOCIAL MEDIA
AUDIENCE

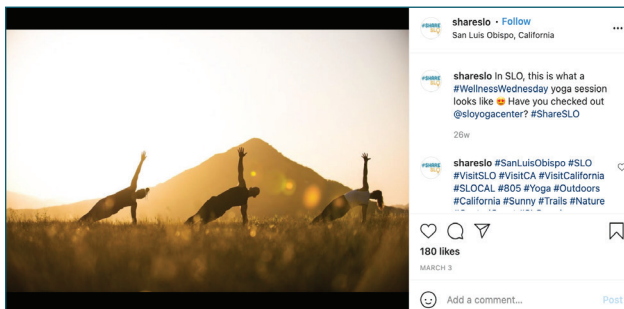
2%
TOTAL CONTRIBUTION TO
WEBSITE TRAFFIC

PRINT ADVERTISING

Limited print advertising placements continued in the media mix for the 2020-21 fiscal year. Traditional print campaigns are an important tool to reach niche market visitors primarily in the mature demographic and to reinforce travel inspiration while building brand awareness for the destination.

Placements Included:

- Visit SLO CAL Visitors Guide
- SLO Chamber Visitors Guide
- Cal Poly Program Ad & Visiting Teams Guide
- CCTC Map & Co-op Ad



HIGH-PERFORMING ORGANIC SOCIAL POST



CAL POLY PROGRAM AD & VISITING TEAMS GUIDE



EMAIL MARKETING

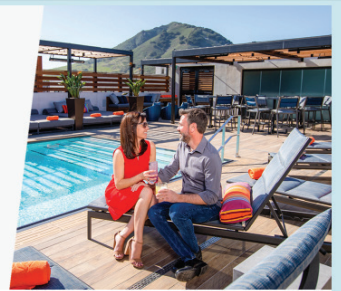
The TBID maintained email marketing activities through the newsletter to communicate regularly with potential visitors about activities in SLO. This was done to build brand loyalty and encourage repeat visitation and an extended length of stay. This year, the goal was to send timely and relevant newsletters to subscribers to keep San Luis Obispo top of mind as a destination while informing them of the city's changing travel landscape due to COVID-19.

20.9%
NEWSLETTER
OPEN RATE

1.43% AVG
CLICK
RATE

13 TOTAL
EMAILS
SENT

Welcoming You with Open Arms



Have you heard the news? California is officially REOPENED! That's right. Locals and visitors alike are experiencing the SLO life similar to what it was before the pandemic. When you're in San Luis Obispo, here's what you can expect:

- Vaccinated individuals do not need to wear a mask in alignment with state, county and CDC guidelines.
- Restaurants, shopping, theaters, and most everyday places will not have capacity limits or social distancing required.
- Large events will start to come back. Keep your eyes peeled on our [SLO Happenings Events Calendar!](#)

[Start Planning Your Trip](#)

SLO Happenings in July



Kick off your 4th of July festivities with a [SLO Blues Baseball game and fireworks](#), happening July 3. For the big day, head into downtown for a family lunch and some fun shopping to support local businesses. Then, take a drive to local beaches for food, music and fireworks.

[READ NOW >](#)

Festival Mozaic returns from July 24-31, 2021 with exquisite musical performances. Tickets are selling fast for these distinctive San Luis Obispo venues from SLO Brew Rock to Miossi Hall at the Performing Arts Center. Buy your tickets now!

[READ NOW >](#)





PUBLIC RELATIONS

In 2020-21, the TBID took a new approach to Public Relations. In addition to the joint contract between the TBID and PCC with the San Luis Obispo Chamber of Commerce for Public Relations efforts — the TBID secured a national Public Relations agency, DCI. On behalf of the City’s Community Promotions program, the SLO Chamber is responsible for establishing professional relationships with media outlets and journalists in various markets to build and maintain awareness of San Luis Obispo as a travel destination. DCI is responsible for national media relations and influencer management to further expand the proactive destination Public Relations efforts.

In the spirit of building a resilient program, the TBID established a Most Wanted Media List that will continue to be used to target top tier media and influencers to tell the unique stories that SLO can offer. These stories were also defined through the development of the TBID’s Story Idea database. The City’s core values of sustainability and DEI are reflected in this work.

However, the nature of destination Public Relations was very different in 2020-21 as well. Most journalists were not traveling for familiarization visits for much of the year due to COVID-19 restrictions and overall the media was shying away from travel focused stories. In order to meet this challenge, the TBID pivoted the approach mid-year to focus on lifestyle storytelling centered around “Sustainable SLO.” In April, the TBID’s staff and PR team hosted a virtual media event that featured a selection of San Luis Obispo partners that make sustainability a lifestyle in SLO, including Bike SLO County, SIP Certified, EcoSLO and others. Attendees learned about the City’s Climate Action goals directly from the City’s Sustainability Manager while sipping sustainable SLO wine from Chamisal shipped to them prior to the event.

Top media coverage included: Conde Nast; Travel + Leisure; and *The Los Angeles Times*.



25+
HOSTED VISITS

220+
PLACEMENTS

30%
MWM LIST
PENETRATION



SUPPORT LOCAL

While the year presented many challenges related to travel promotion, the TBID was able to shift focus and leverage their audience for the City's Support Local efforts with the Promotional Coordinating Committee. Whether it was encouraging staycations or just keeping SLO top of mind for when visitors were ready to come to SLO, the TBID provided a resource base through VisitSLO.com/supportlocal, a new Support Local section of the ShareSLO blog, and used the ShareSLO social media channels for the Ticket Tuesday and Monday Business Insider local business features. In addition, the TBID boosted the reach of the Support Local content by including in Visit SLO newsletters and sharing stories through our national Public Relations outreach.

45 TICKET TUESDAY POSTS	5,198 ENTRIES	22 BUSINESS INSIDER FEATURES	22,541 BLOG VIEWS	11,558 PAGE VIEWS ON VISITSLO.COM/ SUPPORTLOCAL	47 MENTIONS IN LOCAL AND REGIONAL PUBLICATIONS
--------------------------------------	-------------------------	--	-----------------------------	---	--

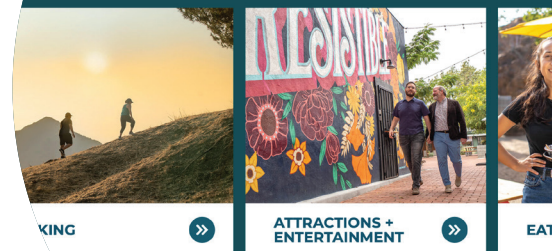
GUEST SERVICES

Through a dedicated contract with the TBID, the San Luis Obispo Chamber of Commerce provides a suite of guest services to the TBID. In 2020-21, the SLO Chamber was contracted for the Visitor Center to answer each call made to the TBID's 1-877-SLO-TOWN number, which serves as a response tool to the TBID's advertising efforts and digital presence. This creates the option for a "real person" to assist in trip planning, ensuring that travelers seeking personal guidance have a friendly, live voice to shape their experience of San Luis Obispo before arriving. The telephone number, 1-877-SLO-TOWN, is a separate line that rings in the Chamber and is used solely to refer TBID properties and promote San Luis Obispo as a destination. The Guest Services also included the Live Chat widget on VisitSLO.com which received hundreds of conversations throughout the year.

63,024 IN-PERSON VISITORS SERVED	1,417 PHONE CALLS RECEIVED
---	---

FEATURED THINGS TO DO

From trekking Cerro San Luis, shopping and strolling downtown, getting your fill at countless restaurants and wineries, there's plenty of SLO sites to see. Check out these authentic experiences that were enjoyed following safe travel guidelines.





STRATEGIC PARTNERSHIPS

The TBID collaborates with numerous community partners and industry nonprofit organizations in marketing San Luis Obispo as a destination, making the TBID more efficient in promotional activities. The TBID's strategic partnerships allow the marketing agencies to build relationships with the organizations below, elevating the destination as a whole. Promotional opportunities with each organization give the TBID new platforms and audiences to build brand awareness.

This year, the TBID leveraged partnerships to share updates on destination information. In particular, the partnership with Cal Poly's Office of Student Affairs was extremely valuable, thanks to virtual presentations to Cal Poly Parents and Supporters during the virtual SLO Days and Mustang Family Insights.

Top partnerships include:

- SLO Coast Wine Collective
- Cal Poly's Office of Student Affairs — New Student & Transition Programs and Parent Program
- MINDBODY

INDUSTRY RELATIONS



California Hotel & Lodging Association

The California Hotel & Lodging Association (CHLA) protects the rights and interests of the California lodging industry. Legislative advocacy, educational training, communication and cost-saving programs are provided for all segments of the industry. Through the TBID, all lodging properties in the City of SLO are members of CHLA and can utilize the services offered. In 2020-21, CHLA provided educational training for all TBID members. Additionally, during COVID-19 crisis response, CHLA was a key partner in industry education, outreach and communication. CHLA also partnered with the TBID to provide PPE for all lodging properties in San Luis Obispo.



Visit California

The Visit California partnership has been critical in the growth of the TBID's brand within the California Tourism product. San Luis Obispo has received coverage through the marketing activities performed by Visit California including travel trade, press and industry outreach. Monthly submissions are uploaded to Visit California for media outreach, trade contacts and newsletter content.



Central Coast Tourism Council

The Central Coast Tourism Council (CCTC) is an organization of tourism and hospitality professionals whose marketing efforts accomplish collectively what no single tourism entity can do alone — promoting the entire California Central Coast as a destination and maximizing our members' tourism revenue. The CCTC serves as the Central Coast's voice in Sacramento, and partners with California Tourism's global marketing and advertising campaigns. The TBID is actively involved in CCTC with the Tourism Manager having served as the past president and Regional Board Member. In 2020-21, the TBID leveraged the CCTC activities through media and trade leads, blog and social presence, as well as cooperative participation marketing campaigns.



Visit SLO CAL

The TBID maintains participation with Visit SLO CAL by having a representative on the Board of Directors and the Tourism Manager on the Marketing Committee. The TBID Board leverages the partnership with Visit SLO CAL to promote San Luis Obispo on a national and international level to extend beyond the local and state reach. The TBID's participation in Visit SLO CAL also encompasses group sales, film commission, countywide public relations and countywide special events such as Restaurant Month and Wine Month. This also includes countywide strategic planning efforts, Destination Management efforts, and the renewal of the Tourism Marketing District, to name a few.



AWARDS & ACCOLADES

While this year was incredibly challenging in so many ways, with the help of Noble Studios, the TBID received multiple awards for the successful and responsible campaign, #SLOready.



AMERICAN MARKETING ASSOCIATION: ACE AWARDS

Visit San Luis Obispo - #SLOready
Best in Digital Marketing



COMMUNICATOR AWARDS

Visit San Luis Obispo - #SLOready
Gold Award for B-to-C Integrated Campaign



COMMUNICATOR AWARDS

Visit San Luis Obispo - #SLOready
Silver for Online Travel Video



2020-21 FINANCIAL ANALYSIS

INCOME

INCOME SOURCE	2020-21
TOT Revenue Assumption	\$6,267,000
TBID Assessment Revenue Assumption (20% of TOT Revenue)	\$1,253,400
2019-20 Carryover	-
TBID Fund Reserve	\$100,000
2020-21 TBID Program Budget	\$1,253,400

EXPENDITURES

EXPENDITURE	ALLOCATED
Operations/Staffing	
Administration Overhead (2% of TBID Assessment)	\$25,068
Staffing (1 FTE & .75 FTE)	\$214,279
Contracts & Marketing Projects	
Marketing Contract	\$510,000
Chamber of Commerce - PR	\$42,500
Chamber of Commerce - Guest Services	\$47,500
Chamber of Commerce - Media Monitoring Service Fee	\$3,713
Co-Op Program Funding	\$30,000
FAM Trip Hosting Funding	\$5,000
COVID -19 Response	\$8,000
Partnerships	
SLO Coast Wine Collective Associate Membership	\$4,200
Tradeshows	
Tourism Conferences	\$5,000
Tourism Organizations/Research	
Central Coast Tourism Council Membership	\$850
Smith Travel Report	\$2,700
California Travel Association (Cal Travel)	\$875
California Hotel & Lodging Association	\$26,565
Support/Meetings	
Tourism Program Expenses	\$5,000
Contingency	
Contingency Fund	\$319,163
Totals Committed	\$1,250,413
Funds Remaining	\$2,988
Total Allocated Expenditure	\$1,253,400

*This figure represents the total allocated expenditures.
The difference will be available for carryover to the 2021-22 program budget.



LOOKING AHEAD TO 2021-22

As the TBID moves into FY2021-22, there are three key focus areas that remain top of mind for the work of the Board in the next fiscal year:

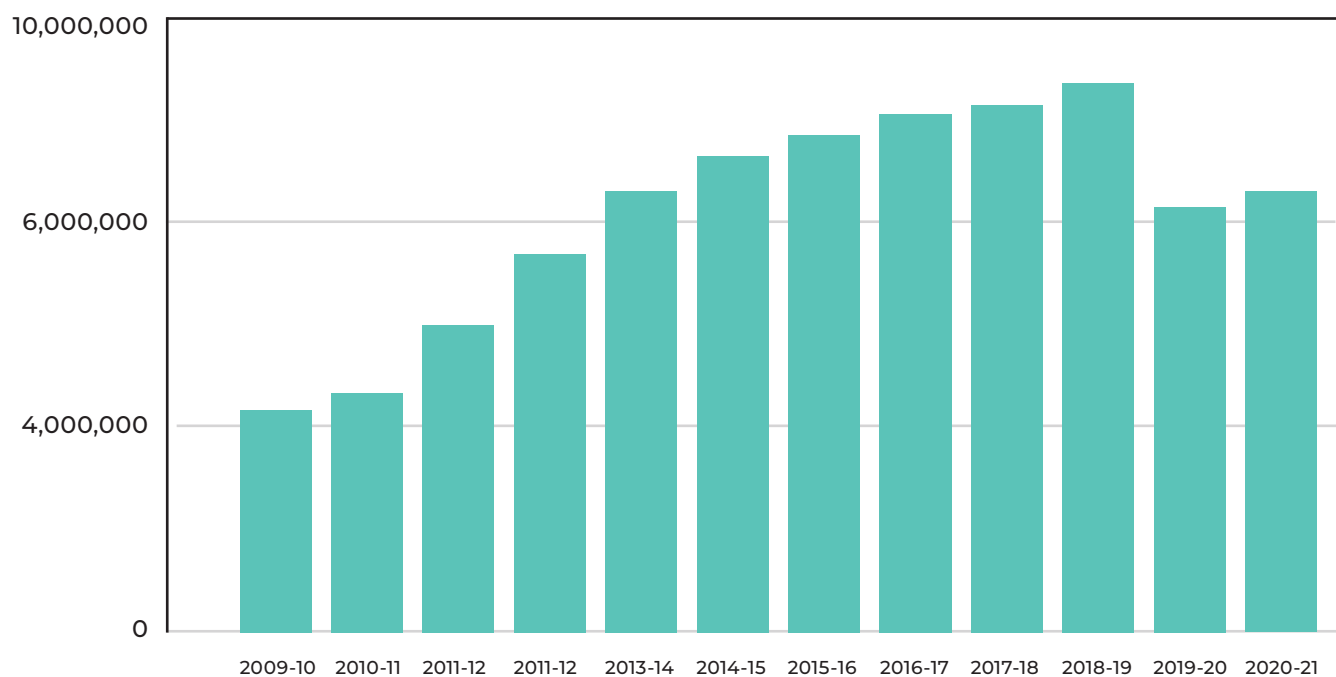
1. A conscious approach to Diversity, Equity and Inclusion in all TBID programs
2. Destination Stewardship and the development of the Sustainable SLO program for visitors
3. Emphasis on research with the Brand Equity, Local and Visitor Sentiment, and Equity, Diversity and Inclusion studies

While these are not the only subjects that the TBID Board will be focused on, these three will influence the approach to all TBID-related work efforts.

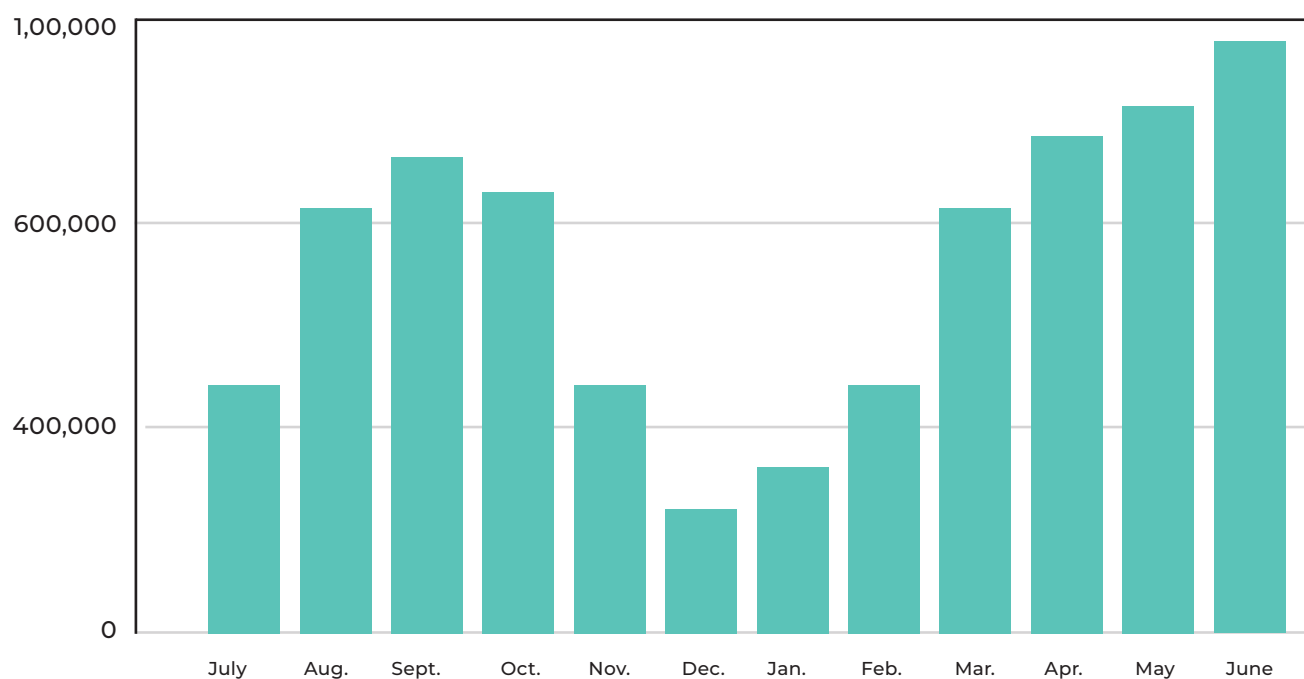
In 2021-22, the Board is committed to the continued implementation of the TBID Strategic Plan and the newly adopted 2021-22 TBID Marketing & Business Plan. These plans provide a foundation for building the City of SLO tourism brand and establishing real tactics for consistently improving tourism in the City of San Luis Obispo now and into the future.

APPENDIX

TOT YEAR TO YEAR FOR 2020-21



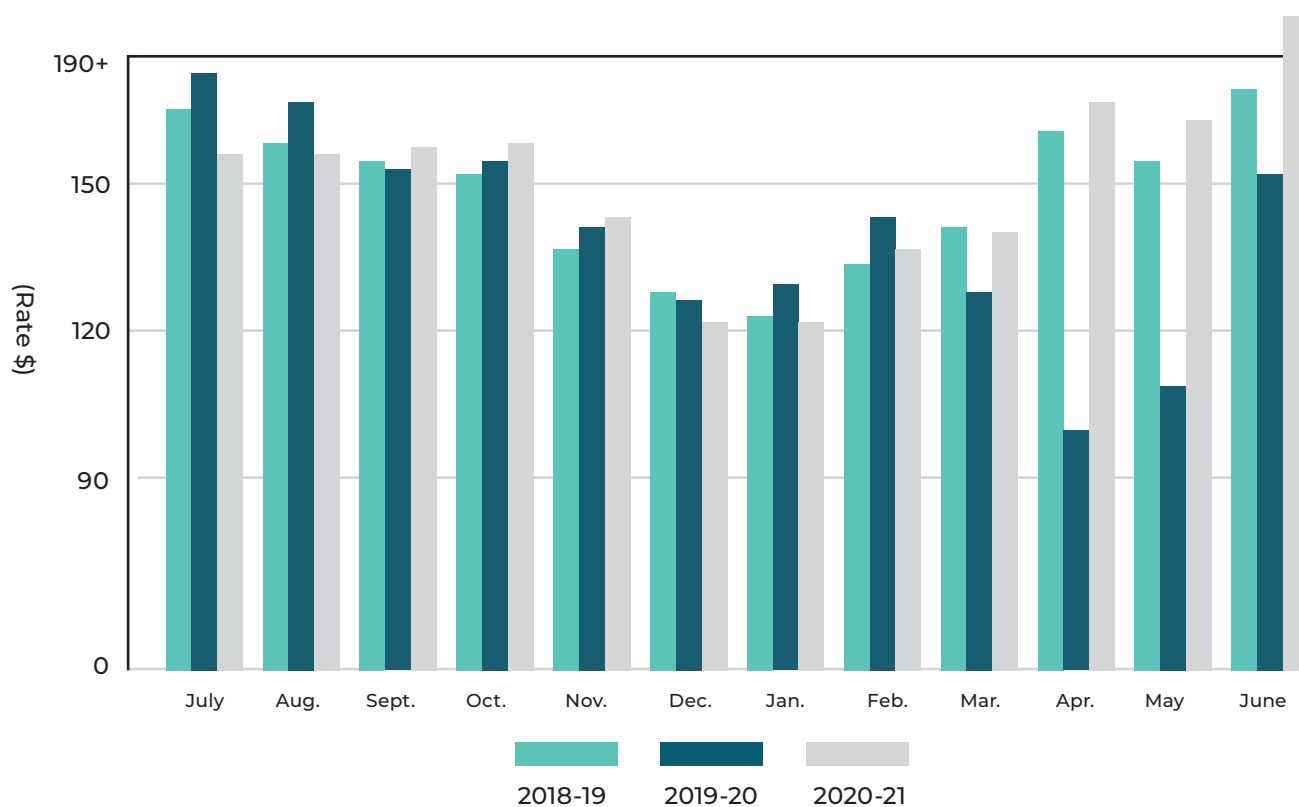
TOT MONTH TO MONTH 2020-21



OCC MONTH TO MONTH 2020-21



ADR MONTH TO MONTH 2020-21



REVPAR MONTH TO MONTH 2020-21



STRATEGIC PLAN 2019-2024

VISION	MISSION	VALUES	REPUTATION	POSITION
A welcoming community with a vibrant economy that enriches the lives of visitors and residents alike	We share the abundance of SLO, driving the lodging economy and serving as the voice of our stakeholders	<ul style="list-style-type: none"> Service Leadership Adaptability Collaboration 	<ul style="list-style-type: none"> Essential Approachable Strategic Driven Effective 	The SLO TBID stewards the brand of San Luis Obispo and represents its lodging partners, driving overnight stays by: <ul style="list-style-type: none"> Telling the San Luis Obispo story via targeted marketing content and activities Serving as a convener and subject matter expert for tourism conversations impacting the destination Advancing strategic partnerships that extend the reach and influence of the SLO TBID
IMPERATIVES	OBJECTIVES	INITIATIVES		
Elevate the SLO Brand and Experience	<ul style="list-style-type: none"> Increase visitor awareness in target markets Increase positive visitor perception 	<ul style="list-style-type: none"> Integrate the City's priorities into the execution of the TBID's marketing strategies Identify the core SLO identity and develop a plan to market it Develop a TBID Destination Stewardship approach Identify opportunities to influence community placemaking and destination management efforts 		
Deliver Smart Growth	<ul style="list-style-type: none"> Exceed California's RevPAR growth over FY21 baseline Year-over-year growth in ratio of weekday to weekend occupancy 	<ul style="list-style-type: none"> Develop an approach to monitoring local sentiment related to tourism Influence the SLO conference center development plan and effort Identify structure & budget allocation for mid-week and group business Develop a local business travel program to drive visitation 		
Build Meaningful Partnerships	<ul style="list-style-type: none"> Increase average Earned Partnership Value score over 2022 baseline Grow economic impact of tourism in SLO by 2024, over 2017 baseline 	<ul style="list-style-type: none"> Identify and develop BOLD partnerships that generate overnight stays Create a partnership management plan using measurable goals that are in line with our TBID Mission 		
Ensure Organizational Excellence	<ul style="list-style-type: none"> Growth in member newsletter open rates Growth in stakeholder satisfaction score on survey 	<ul style="list-style-type: none"> Establish and document a process to execute, evaluate and track strategic plan Identify opportunities to streamline governance and leverage constituency of TBID 		
Foster Destination Resilience	<ul style="list-style-type: none"> Year-over-year growth in TOT over FY21 baseline 	<ul style="list-style-type: none"> Implement COVID-19 Response Plan Document lessons learned from COVID era to feed resilience assessment Perform a destination resilience assessment 		

KEY:
Priority 1 | Priority 2 | Priority 3



MARKETING PROCESS 2020-21

DREAMING	PLANNING	BOOKING	EXPERIENCING	SHARING
<ul style="list-style-type: none"> • Aim to create brand experiences & connection • Create shareable content that inspires travel 	<ul style="list-style-type: none"> • Bring prospects to the website to encourage research and discovery about what makes the destination special and unique • Help prospective travelers plan with destination specific content 	<ul style="list-style-type: none"> • Encourage travelers to visit key stakeholder pages to book and plan their trip 	<ul style="list-style-type: none"> • Utilize website to plan in destination moments and activities • Find up to date safety information 	<ul style="list-style-type: none"> • Keep the conversation going to amplify our message
<ul style="list-style-type: none"> • Organic Social • Paid Social • Display Ads • Email • PR • Influencers 	<ul style="list-style-type: none"> • Website Experience • Organic Search • Paid Search • Organic Social • Paid Social • Display Ads • Third-Party Ads • Email • PR • Print 	<ul style="list-style-type: none"> • Organic Search • Paid Search • Third-Party Ads • Website Experience 	<ul style="list-style-type: none"> • Website Experience 	<ul style="list-style-type: none"> • Organic Social